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SUBJECT: FY-76 CCP: REVIEW AND EVALUATION OF RESULTS

REF: 75 PARIS 27647, PARIS 1540, 12071, 21481, 30588

1. COUNTRY COMMERCIAL ACTION GROUP (CCAG) HAS REVIEWED AND EVALUATED THE RESULTS OF FY-76 CCP. THE REPORT BELOW CONCENTRATES MORE ON AN ANALYSIS OF TRENDS AND OF REASONS FOR OVER- OR UNDER-ACHIEVEMENT OF OBJECTIVES RATHER THAN ON NUMERICAL TARGETS. WE REFER WASHINGTON COMMERCIAL ACTION GROUP TO REFTELS FOR ADDITIONAL SPECIFICS CONCERNING IMPLEMENTATION OF CCP OBJECTIVES.

2. ECONOMIC SETTING.

A. DURING PERIOD COVERED (JULY 1975-SEPTEMBER 1976) THE FRENCH ECONOMY BOTTOMED-OUT OF PRONOUNCED RECESSION ACCOMPANIED BY DOUBLE-DIGIT INFLATION. MOVEMENT OF REAL GDP (HALF YEAR OVER PRECEDING HALF YEAR) WAS: JANUARY-JUNE 1975, MINUS 6 PER CENT; JULY-DECEMBER 1975, PLUS 2.5 PER CENT; JANUARY-JUNE 1976, PLUS 7 PER CENT. HOWEVER, WHILE RETURN TO MORE NORMAL GROWTH PATH WAS WELCOME, TWO DISQUIETING FEATURES CONTINUED TO OVERSHADOW ECONOMIC SCENE: INFLATION AT ANNUAL RATE

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OF 9 PER CENT IN JANUARY-JUNE 1976 AND LITTLE IF ANY

GROWTH IN PRIVATE INVESTMENT. THUS, ECONOMIC SITUATION AGAINST WHICH CCP OBJECTIVES WERE SET WAS WORSE THAN PROJECTED AND THIS FACTOR IS EVIDENT IN RESULTS OBTAINED IN IMPLEMENTING OUR CCP CAMPAIGNS.

B. A COMPOUNDING FACTOR WAS SHIFT IN RELATIVE EXCHANGE RATE BETWEEN DOLLAR AND FRANC. IN JULY 1975 FRANC/DOLLAR RATE WAS 4 FRANCS TO ONE DOLLAR; JANUARY 1976 IT WAS 4.5; AND IN SEPTEMBER 1976 4.9. THUS, THE FRANC DEPRECIATED MORE THAN 20 PER CENT RELATIVE TO DOLLAR DURING FY-76 MAKING U.S. GOODS MORE EXPENSIVE IN FRANCE THAN HAD BEEN PREMISED WHEN FY-76 CCP WAS DRAWN UP.

C. REFLECTING SLUGGISH ECONOMIC SITUATION, U.S. EXPORTS TO FRANCE DECREASED 12 PER CENT IN 1975 FALLING TO 17.5 BILLION FRANCS FROM 19.7 BILLION-FRANC LEVEL REGISTERED IN 1974. WITH ECONOMIC RECOVERY, U.S. EXPORTS TO FRANCE IN JANUARY-JUNE 1976 INCREASED 27 PER CENT OVER THE PREVIOUS SEMESTER'S LEVEL. THROUGHOUT THE PERIOD, U.S. HAS CONTINUED TO MAINTAIN ITS SHARE OF FRENCH MARKET (APPROXIMATELY 7 PER CENT). OUR SHARE OF THE MARKET FOR MANUFACTURED GOODS AND EQUIPMENT, HOWEVER, ACTUALLY DROPPED (SEE CONCLUSION).

3. CAMPAIGN 1 (PRINTING AND GRAPHIC ARTS EQUIPMENT).

A. EVALUATION. IN ADDITION TO ABSENCE OF CAMPAIGN MANAGER, PRINTING AND GRAPHIC ARTS INDUSTRY WAS PARTICULARLY DEPRESSED AND WAS DISRUPTED BY SERIES OF PROLONGED LABOR DISPUTES. UNDER THESE CIRCUMSTANCES IT WAS NOT POSSIBLE TO PROMOTE THIS CAMPAIGN AS ORIGINALLY PLANNED.

B. SPECIFICS. MOST NUMERICAL OBJECTIVES SET FOR FY-76 WERE NOT ACHIEVED. IN PARTICULAR, ONLY 20 PER CENT OF TO'S TARGETED WERE SUBMITTED. ALSO, PRINTING AND GRAPHIC ARTS EXHIBITION HELD AT TRADE CENTER (TC) IN MARCH 1976 WAS ONLY A QUALIFIED SUCCESS (SEE PARIS UNCLASSIFIED

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A-177, APRIL 9, 1976 FOR FINAL SHOW REPORT).

4. CAMPAIGN 2 (WATER PURIFICATION AND POLLUTION CONTROL EQUIPMENT AND INSTRUMENTATION).

A. DESPITE DEPRESSED ECONOMIC CONDITIONS, WE WERE ABLE TO MEET - AND EVEN SURPASS IN SOME INSTANCES - OUR CAMPAIGN OBJECTIVES. 1976 MAY BE CONSIDERED AS

FIRST ANTI-POLLUTION YEAR IN FRANCE. UNTIL NOW,
LEGISLATION HAS BEEN ENFORCED ONLY SPORADICALLY AND

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ANTI-POLLUTION EFFORT WAS CONSIDERED "UN GADGET
AMERICAIN." DURING SPRING SESSION OF PARLIAMENT,
HOWEVER, SEVERAL MORE STRINGENT MEASURES WERE ADOPTED.
MOREOVER, MEDIA INCREASINGLY MENTIONS CASES OF
FRENCH FIRMS OBLIGED TO EMPLOY SPECIAL EQUIPMENT OR
PAY HEAVY FINES FOR HAVING POLLUTED FRENCH RIVERS.
THEREFORE, WE BELIEVE THAT THIS CAMPAIGN, IN WHICH
U.S. INDUSTRY ENJOYS A TECHNOLOGICAL ADVANTAGE,
SHOULD BE REVIVED IN FY-78.

B. SPECIFICS. POLLUTION CONTROL SHOW HELD AT TC
IN MARCH WAS AN OUTSTANDING SUCCESS AND WE EXCEEDED
ALL TARGETS. HOWEVER, THERE WAS A TO SHORTFALL;
ONLY APPROXIMATELY HALF OF REQUIRED NUMBER WAS
SUBMITTED.

5. CAMPAIGN 3 (ENERGY SYSTEMS).

A. EVALUATION. U.S. INDUSTRY WILL FACE INCREASING

DIFFICULTY IN PENETRATING FRENCH MARKET FOR ENERGY
SYSTEMS; FRENCH INDUSTRIAL POLICY IS DIRECTED AT
MAINTAINING FRENCH CONTROL OVER THIS HIGH TECHNOLOGY
AREA AND SINCE MOST PURCHASING IS GOVERNMENT-
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CONTROLLED, U.S. MANUFACTURERS WILL BE EFFECTIVELY
SHUT OUT OF MARKET UNLESS THEY OFFER UNIQUE PRODUCT.
ACCORDINGLY, BEST AVENUE OF APPROACH FOR U.S.
BUSINESSMEN IS VIA LICENSING AGREEMENTS, AN AREA
WHERE WE ACHIEVED CONSIDERABLE SUCCESS. A GROWING
MARKET DOES EXIST IN FRANCE FOR ALMOST ALL TYPES OF
VALVES, PARTICULARLY SPECIALTY VALVES AND HIGH
PRESSURE FITTINGS AND VALVES.

B. SPECIFICS. CCP OBJECTIVES WERE SERIOUSLY
COMPROMISED DUE TO CANCELLATION OF FLUID POWER SHOW
AT TC. MOST OTHER OBJECTIVES WERE MET EXCEPT FOR
PUBLICATION OF ARTICLES IN MEDIA.

6. CAMPAIGN 4 (FOOD PROCESSING AND PACKAGING
EQUIPMENT).

A. EVALUATION. EMBASSY RECENTLY REPORTED (PARIS
A-414, OCTOBER 8, 1976) ON STATE OF FRENCH FOOD
PROCESSING INDUSTRY. WE COMMENTED THAT IN LONG AND
PERHAPS MEDIUM TERM, FRENCH FOOD PROCESSING INDUSTRY
REMAINS IMPORTANT TARGET FOR U.S. EXPORTERS. HOWEVER,
DEPRESSED FINANCIAL CONDITION OF THE INDUSTRY AND
RECENT GOF ANTI-INFLATION POLICIES FORECLOSE POSSI-
BILITY THAT SIGNIFICANT CAPITAL EXPENDITURES WILL BE
MADE IN SHORT TERM TO RATIONALIZE AND MODERNIZE THIS
INDUSTRY. THUS, SHORTFALL IN ACHIEVING CCP OBJEC-
TIVES IN THIS SECTOR CAN BE ATTRIBUTED TO SPECIFIC
ECONOMIC FACTORS WHICH, IF KNOWN EARLIER, WOULD HAVE
INDICATED POSTPONEMENT OF THIS THEME FOR SUBSEQUENT
YEAR.

B. SPECIFICS. WHILE ALL NON-NUMERICAL GOALS WERE
ACHIEVED OR EXCEEDED, NUMERICAL GOALS WERE NOT MET
ESSENTIALLY BECAUSE OF DEPRESSED FINANCIAL CONDITION
OF FOOD PROCESSING INDUSTRY AND FACT THAT TC SHOW ON
FOOD PROCESSING AND PACKAGING EQUIPMENT WAS CANCELLED.

7. CAMPAIGN 5 (CONSUMER GOODS).

A. EVALUATION. WHILE FRENCH IMPORTS OF CONSUMER
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GOODS FROM U.S. INCREASED IN CURRENT TERMS BY APPROXIMATELY 20 PER CENT IN 1975 VS. 1974, MUCH OF THIS INCREASE REFLECTED INFLATION AND A FAVORABLE FRANC/DOLLAR EXCHANGE RATE. WITH WEAKENING OF THE FRENCH FRANC IN 1976, CONTINUED SOFTNESS IN CONSUMER DEMAND FOR NON-DURABLES AND POOR PERFORMANCE IN 1975 BY MOST MAJOR RETAIL STORES, WE EXPECT THAT SALES OF U.S. CONSUMER GOODS IN FRANCE WILL ONLY INCREASE MODERATELY. DURING CAMPAIGN YEAR, IN-STORE PROMOTIONS SCHEDULED AT GALERIES LAFAYETTE AND NOUVELLES GALERIES WERE CANCELLED, EVIDENCE OF THEIR CURRENT FINANCIAL DIFFICULTIES AND THEIR CONCOMMITANT RELUCTANCE TO UNDERTAKE MAJOR PROMOTIONAL ACTIVITIES. (CONCORDE ROW ALSO INFLUENCED NOUVELLES GALERIES' DECISION TO CANCEL.)

B. SPECIFICS. DUE TO MISUNDERSTANDING REGARDING COUNTING OF TO'S (TELEGRAMS VS. SIC NUMBERS), NUMBER OF TO'S SUBMITTED (OVER 100) DOES NOT CORRESPOND TO

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NUMBER TARGETED (OVER 400). WE WERE PARTICULARLY ACTIVE IN ASSISTING U.S. FIRMS TO FIND AGENTS OR DISTRIBUTORS. SOME 90 OF THE 230 ADS REQUESTS WERE IN CONSUMER GOODS AREA. WE ALSO FOLLOWED CLOSELY A NUMBER OF GOF MEASURES, E.G. ADMINISTRATIVE VISAS AND LABELLING LAW, WHICH MIGHT ADVERSELY AFFECT U.S. EXPORTS TO FRANCE OF CONSUMER GOODS.

8. CAMPAIGN 6 (COMPUTER AND EDP EQUIPMENT).

A. EVALUATION. THIS CAMPAIGN WAS PARTICULARLY EFFECTIVE AS ONE WOULD EXPECT IN VIEW OF THE TECHNOLOGICAL ADVANCE THAT U.S. INDUSTRY HOLDS WORLDWIDE IN THIS FIELD. A STEADY GROWTH IN USE OF COMPUTERS AND ELECTRONICS DATA PROCESSING EQUIPMENT IS FORESEEN FOR FRANCE. ACCORDING TO A RECENT SURVEY PREPARED FOR COMMERCE, FRANCE IS UNDER-COMPUTERIZED FOR ITS ECONOMY IF COMPARED WITH OTHER WESTERN EUROPEAN COUNTRIES. FRENCH FIVE-YEAR PLAN FORECASTS THAT FRENCH MARKET FOR COMPUTER-RELATED PRODUCTS WILL RISE TO \$5.9 BILLION IN 1980, AN ANNUAL GROWTH RATE OF 24 PER CENT. IMPORTS ARE PROJECTED TO INCREASE AT ANNUAL RATE OF 17 PER CENT DURING THAT PERIOD.

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B. SPECIFICS. CCP OBJECTIVES HAVE BEEN ESSENTIALLY ACHIEVED. ONE OF THE MORE SUCCESSFUL PROGRAMS WAS ORGANIZATION OF FBG OF OVER 100 PERSONS TO NATIONAL COMPUTER CONFERENCE IN NEW YORK IN JUNE 1976. CAMPAIGN MANAGER WENT WITH GROUP. CCAG BELIEVES THAT IT IS EXTREMELY USEFUL FOR AN EMBASSY REPRESENTATIVE TO ACCOMPANY AN FBG AND WE SHALL TRY TO HAVE EACH CAMPAIGN MANAGER AND/OR FSL PROFESSIONAL MAKE AT LEAST ONE SUCH TRIP ANNUALLY.

9. CAMPAIGN 7 (INVEST IN USA).

A. EVALUATION. FRENCH DIRECT INVESTMENT IN U.S. IS INCREASING SUBSTANTIALLY FOR A VARIETY OF REASONS. IN ACCORDANCE WITH WASHINGTON DIRECTIVES, OUR EMPHASIS HAS SHIFTED FROM PROMOTION OF INVESTMENT IN U.S. TO FACILITATION.

B. SPECIFICS. "INFORMATION DAYS" OR SPRECHTAGE WERE HELD IN NANTES, NICE, LYON AND DIJON. THE INVESTMENT OPPORTUNITIES GENERATED VIA THIS APPROACH, PLUS THOSE FROM OTHER PROMOTIONAL EFFORTS, WERE FORWARDED TO OFFICES OF STATE REPRESENTATIVES FOR

ACTION.

10. NON-CAMPAIGN INITIATIVE ACTIVITIES. EMBASSY REPORTED SPECIFIC DEVELOPMENTS REGARDING THESE ACTIVITIES IN QUARTERLY PROGRESS REPORTS. IN GENERAL, WE WERE SATISFIED WITH PROMOTION OF ELECTRONIC COMPONENTS AND INDUSTRIAL AND ELECTRICAL SECURITY EQUIPMENT. HOTEL AND RESTAURANT EQUIPMENT PROMOTION WAS DISAPPOINTING. (SEE PARIS A-139, MARCH 19, 1976 FOR FINAL SHOW REPORT OF HOTEL AND RESTAURANT EQUIPMENT SHOW HELD IN PARIS AND LYON.) SINCE TC PROMOTION OF DENTAL EQUIPMENT AND SUPPLIES WAS CANCELLED, THIS NON-CAMPAIGN INITIATIVE ACTIVITY WAS DELETED FROM CCP. IN VIEW OF OUR REDUCED PERSONNEL RESOURCES, WE ARE UNABLE TO EXPLORE FULLY THE RECEPTIVITY OF FRENCH MARKET TO AMERICAN FRANCHISORS.

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11. CONSULATE SUPPORT. CONSULATES ACTIVELY SUPPORTED CCP CAMPAIGN OBJECTIVES AND CONTRIBUTED A NUMBER OF TRADE AND INVESTMENT OPPORTUNITIES. WE PLAN TO DEFINE FURTHER THE ROLE OF CONSULATES IN IMPLEMENTING CCP TO ASSURE APPROPRIATE COORDINATION OF OUR EFFORTS. WRAP-UP REPORTS PREPARED BY CONSULATES ON THEIR INPUT INTO FY-76 CCP ACTIVITY HAVE BEEN AIRPOUCHED TO USDOC C/O PETER B. FIELD.

12. CONCLUSION:

A. WE ARE DISAPPOINTED WITH THE OUTCOME OF OUR FY-76 CCP IN TERMS OF PROGRESS TOWARD NUMERICAL GOALS. WE ATTRIBUTE THIS TO FOLLOWING FACTORS IN ORDER LISTED BELOW:

(1) FY-76 WAS BAD YEAR FOR U.S. BUSINESS IN FRANCE. NEW INVESTMENT WAS STAGNANT AND DOLLAR/FRANC EXCHANGE RATE WAS MOVING IN WRONG DIRECTION. OUR SHARE OF

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FRENCH MARKET FOR MANUFACTURED CAPITAL GOODS (WHICH IS MAIN FOCUS OF CCP) DROPPED FROM 15 PER CENT IN JANUARY-JULY 1975 TO 13 PER CENT IN SAME 1976 PERIOD. WE BELIEVE THAT OUR VARIOUS PROMOTIONAL ACTIVITIES IN CAMPAIGN INDUSTRY SECTORS HELPED TO COUNTER THIS DOWNWARD TREND BUT WE CANNOT PROVE THIS.

(2) WE WERE UNABLE IN PRACTICE TO DEVOTE TO OUR FY-76 CAMPAIGN INITIATIVE ACTIVITIES ANYTHING LIKE THE PROJECTED 30 PER CENT OF OUR E/C PERSONNEL RESOURCES. ACTUAL ALLOCATION TO REAL PROMOTION, NARROWLY DEFINED, IN CAMPAIGN SECTORS WAS PROBABLY CLOSER TO 15 PER CENT, CONCENTRATED LARGELY IN EVENT SUPPORT, TO SOLICITATION AT TRADE SHOWS AND BY DIRECT MAIL, AND DEVELOPMENT OF FBG PROJECTS. ABSENCE FROM POST FOR VIRTUALLY WHOLE YEAR OF ONE OF OUR SIX CAMPAIGN MANAGERS, PLUS TURNOVER IN FSL PROFESSIONALS, REALLY CRIPPLED OUR INITIATIVE PROGRAM IN CONSUMER GOODS AND PRINTING/GRAPHIC ARTS CAMPAIGNS.

(3) WE GUESSED WRONG ON SOME OF OUR CAMPAIGN THEMES. GIVEN DEPRESSED FRENCH ECONOMY, GRAPHIC ARTS, AND ENERGY SYSTEMS THEMES WERE LOSERS. WE SHOULD IN UNCLASSIFIED

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RETROSPECT HAVE CONCENTRATED ON HIGHER TECHNOLOGY THEMES WHICH ARE LESS CYCLICAL AND WE ARE NOW DOING SO, ALTHOUGH ENERGY SYSTEMS WILL CONTINUE AS LOWER PRIORITY FY-77 CAMPAIGN.

(4) WE ARE STILL GROPING FOR OPTIMUM FORMULA IN CAMPAIGN IMPLEMENTATION. FIRST, WE NEED MUCH CLOSER COLLABORATION WITH U.S. EXPORTING UNIVERSE IN CAMPAIGN THEMES TO HAVE BETTER UNDERSTANDING OF U.S. STATE OF THE ART AND OF NEW PRODUCTS AVAILABLE WHICH CAN REALLY GRAB THE MARKET. IT IS PERHAPS INHERENT IN THE SYSTEM THAT EXPORTERS WHO TURN TO GOVERNMENT FOR HELP IN MARKETING ARE PRECISELY THOSE WITH LEAST APPEALING PRODUCTS. WE SHOULD BE PUSHING WINNERS NOT LOSERS AND MAKE OUR MARKET RESEARCH A SHARPER INSTRUMENT FOR MARKET IDENTIFICATION. SECONDLY, WE SHOULD BE CONCENTRATING AT THIS END ON SMALLER NUMBER OF REALLY EFFECTIVE DISTRIBUTORS. IN FY-77 WE WILL BE WORKING PRIMARILY WITH ABOUT 15 HARD-DRIVING DISTRIBUTORS IN EACH CAMPAIGN THEME. WE WILL TRY TO WORK MORE EFFECTIVELY WITH ACCELERATORS, SUCH AS IMPORTER ASSOCIATIONS AND TRADE JOURNALS. THIRDLY, OUR EMBASSY PROMOTERS WILL ENCOURAGE THEIR AMERICAN CLIENTS TO MAKE BETTER USE OF USFC IN INTRODUCING NEW LINES TO BOTH DISTRIBUTORS AND END-USERS.

B. AS GENERAL OBSERVATION, HOWEVER, WE THINK IT IMPORTANT TO UNDERSTAND THAT REACTIVE WORK IS NOT NECESSARILY LESS PRODUCTIVE THAN ACTIVE CAMPAIGNING. TRADE LETTERS, VISITORS, AND ROUTINE COMMERCIAL INTELLIGENCE WORK, IF IMAGINATIVELY HANDLED, CAN OFTEN UNCOVER MORE TRADE OPPORTUNITIES THAN FIELD TRIPS INTO PROVINCIAL CENTERS OR EVEN THAN A WEAK USFC SHOW. A SOLID FTI CAN BE ONE OF OUR MOST EFFECTIVE TOOLS FOR MARKET PENETRATION. THUS, WHILE WE WILL CONTINUE TO SEEK HIGHER EFFICIENCY IN OUR REACTIVE WORK, WE WILL NOT SHORTCHANGE IT.

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